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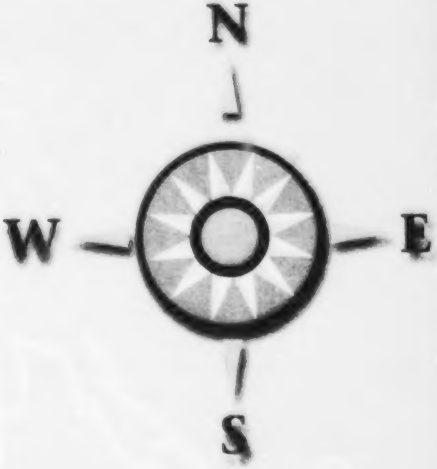

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ANNUAL REPORT 1999/2000

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notes from the chair

FOUNDING CHAIR, THE LATE MIKE MEDENWALDT

The uncertainty surrounding the salmon industry means that we have to chart a course that gives the Council clear direction for the future. In this annual report, the board and the staff have provided an overview of where we've been, where we are now and where we might go next so that we can seek the views of salmon harvesters over the next few months.

The problem we face is very simple—one that is familiar to anyone who depends on wild salmon as their sole source of income. Just five years ago, our levy revenue—the core of our funds—was almost $1 million. Last year, it was $100,000. And the 2000 season doesn't look very promising either. These numbers show clearly why the Council cannot continue in its current form.

We have been able to survive to this point for two reasons. One, the board prudently set aside substantial reserve funds in the early years of the Council and, two, we have aggressively sought out contracts with government and industry to add to our basic revenues. But now we need to put these arrangements on a firm footing that will give us more security and direction.

PAST CHAIR, VINCE FIAMENGO

Over the last year, the board has spent most of its time on one question—how do we best preserve the investment of almost $5 million by salmon harvesters in the Council? We have looked at options like radical downsizing to a one-person office that would simply distribute recipes and information. We have considered increasing the levy, making it mandatory, and making processors pay—and agreed that none of these would solve the basic problem. Instead, we have concluded that the best way to preserve that investment is to make wild salmon the core of a new organization that will eventually represent all species.

CHAIR, CECIL HILL

This new organization will not happen overnight. No decisions have been taken about its structure or its activities. This is because we want salmon harvesters' input on what we should do and how we should do it. But we are seeking your endorsement of the general direction. We hope you will give it to us.

Cecil Hill
Chairman

yesterday

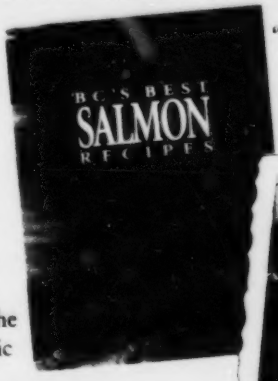
LOOKING BACK AT THE COUNCIL'S ANNUAL REPORT FOR 1993 is to be struck by how quickly and profoundly things have changed. In 1993, we were optimistic about the industry and about the Council. BC's seafood business was the most valuable in Canada, wild salmon was the most valuable food commodity in the province, and coastal communities were contributing more than a third of the total value of the resource. The landed value of wild salmon was $201 million, its wholesale value $457 million and levy revenue over $1 million. Exports to Japan were at an all time high of 22,000 tonnes.

The Council had just finished developing a four-year strategic plan laying out an aggressive program of marketing activities at home and abroad and a new program to improve quality and handling practices. We had just signed an agreement with the Department of Western Economic Diversification that gave us $3.3 million over six

marketing at home

The Council has always believed that the BC market is much more important than its size might suggest. The support of local people who buy our fish in restaurants, supermarkets, fish markets or down at the dock is essential to the health of the industry.

For this reason, our very first project was *BC's 10 Best Salmon Recipes*, a booklet featuring recipes from fishing families and friends of the industry. It was a huge success—the staff could barely keep up with the demand. In the first year, we sent out 250,000 copies, then another 250,000 the year after, virtually all within BC. The recipe booklet also provided the anchor for other activities—a public barbecue with the proceeds to charity, radio and newspaper advertising, the first Marriage Made in BC and our first big retail promotion with Canada Safeway.



"I used a display of recipe booklets to attract people to my boat. Once they stopped to talk, the booklet made it easy to answer all their questions..."

DAVE BELL, GILLNETTER

A SNAPSHOT OF 1993/1994

World Salmon Supply	1.2 million
BC's Share of World Salmon Supply	7%
Landed Value of BC Salmon	$201 million
Wholesale Value of BC Salmon	$457 million
Levy Revenue To Council	$1 million
Council Budget	$2 million

years towards export and quality programs. Together our industry and government funds meant annual budgets of almost $2 million. While this was small compared to major competitors like Alaska, Norway, Chile and Scotland, it was the first time the BC industry had an organization that could raise long term, consistent funds that let it fight growing competition worldwide with marketing incentives rather than by simply lowering prices.

"A MARRIAGE MADE IN BC" MEDIA LAUNCH SIGNALS START OF SUMMER PROMOTION

SUMMER RETAIL WILD BC SALMON BBQ DEMOS

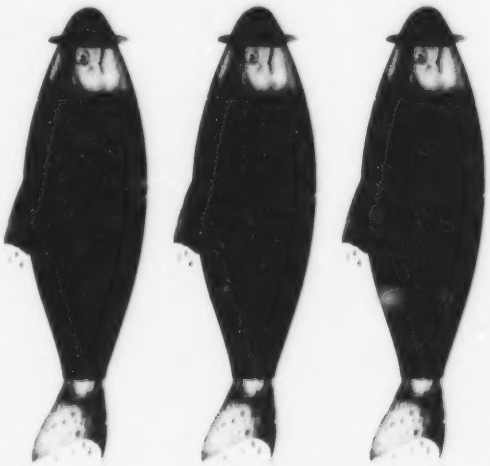
marketing abroad

In the early days of the Council, export marketing accounted for the lion's share of the budget. A sensible decision at the time since three-quarters of wild salmon production was destined for foreign markets. Given generous funding from the federal government, we could afford to run programs for both frozen and canned salmon as well as to develop programs for new markets.

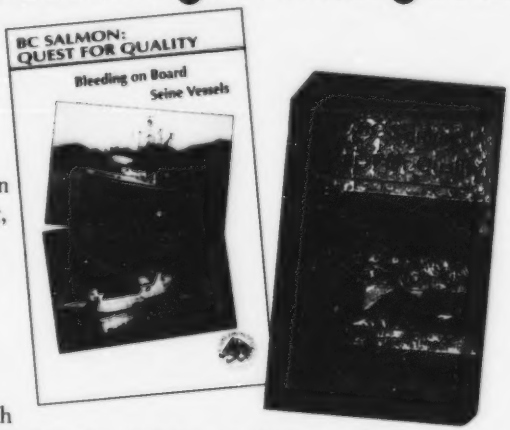
CANNED SALMON

Our canned programs set out to develop a Canadian image. We worked with the packers on a red maple leaf lid for Canadian-caught salmon canned in Canadian plants and then took this identity further with our salmon mountie.

In co-operation with importers, we ran successful advertising campaigns for Canadian salmon in women's magazines in Australia and New Zealand which helped to increase market share.



quality



The Council's quality program has always been the backbone of our activities. From the start, we've been convinced that we had to find ways to help the industry match the new standards and expectations set by farmed salmon. Since quality begins on board, we began by producing *BC Salmon: Quest for Quality* which outlined on-board quality guidelines compiled by representatives of each gear type. We completed a pilot study, *Bleeding Seine Caught Salmon,* to document the advantages of bleeding by tracking product through the fisherman-primary processor-secondary processor production cycle. We also produced a *Proper Head Cut* poster for the troll fleet, showing in words and pictures, just how to do it right.

FROZEN SALMON

TOKYO INTERNATIONAL SEAFOOD SHOW

Japan, of course, dominated the market for frozen salmon. Shipments of virtually all frozen sockeye and two-thirds of all frozen coho, pink and chinook made 1993 a record year for exports to Japan. The Council ensured there was a big Canadian salmon presence at the first Tokyo International Seafood Show and started developing chefs' seminars for key regional markets, as well as working on a program to encourage value-added products and starting work on a sockeye skin colour chart.

In 1993, there was little hint that we were headed for a crisis in the resource that would see harvests slashed. So the Council enthusiastically set about helping companies develop new markets. We organized trade missions to Hong Kong and Taiwan and to Mexico, looking at ways to promote wild salmon to these new consumers. In each case, we organized trade seminars and receptions to tell the wild salmon story—species, availability, quality and use.

Throughout all these projects—at home, abroad, and on the boat—we worked closely with advisory committees made up of harvesters and processors so that we could get the best help to develop the best practices and the most cost-effective ideas.

RON ROSS FILMING JOHN BRAJCICH FOR *QUEST FOR QUALITY* VIDEO

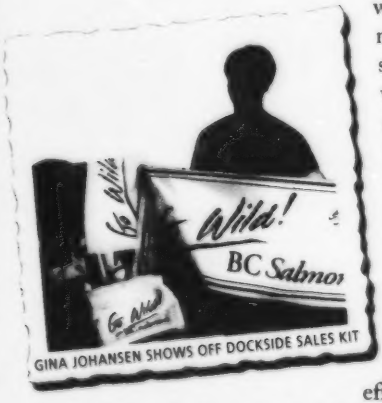
today

LOOKING BACK TO 1993 SHOWS HOW MANY OF THE ACTIVITIES that we began then still form the cornerstones of our programs today. One of the biggest changes between 1993 and 1999 has been the shift from export marketing to domestic marketing. As salmon harvests have declined and public concern about the health of the resource has grown, we felt we had to spend more money and time on assuring consumers and chefs that buying wild salmon continues to be a responsible choice.

marketing at home

In early 1999 we completed market research on salmon consumption in British Columbia. The conclusions of the research reinforced our basic principle that the best time to tell the story of wild salmon is in-season during the summer. So with the support of Fisheries Renewal BC we put together a full slate of activities.

One of the key elements is the retail program that we originally developed back in 1993. We now partner with two chains—Canada Safeway and Thrifty Foods—and a host of smaller retailers. The program works like this—we put on indoor or outdoor barbecue demos, buy flyer ads, and provide point of sale material. The chain provides special prices and in-store promotion. The customer gets a great deal on wild salmon. The Council has always believed that chum salmon offers remarkable value for money—and this year we got to prove it. Supply, price and quality all combined to make a focus on chum the logical choice—and the chains saw huge increases in sales. Best of all was the response, which debunked the myth that BC consumers won't buy chum. "Most of the customers were very surprised at how tasty the silverbrite was. So great we sold out early..." reported one of the Thrifty Demo Team.



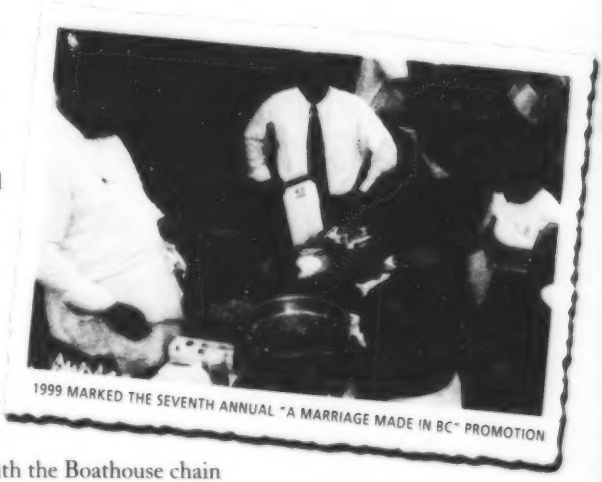
GINA JOHANSEN SHOWS OFF DOCKSIDE SALES KIT

Our research shows that consumers like the idea of being able to buy salmon off the boat from the people who caught it—even if most of the time they buy at the supermarket. So it's for good marketing reasons as well as a service to fishermen that we provide direct marketing kits to help make dockside sales more effective. The kits contain recipes and information, hats, cards, bags and other merchandising materials, all using the theme "Go Wild, BC Salmon."

A SNAPSHOT OF 1999/2000

World Salmon Supply	1.8 million
BC's Share of World Salmon Supply	0.8%
Landed Value of BC Salmon	$22 million
Wholesale Value of BC Salmon	$46 million
Levy Revenue To Council	$100,000
Council Budget	$750,000

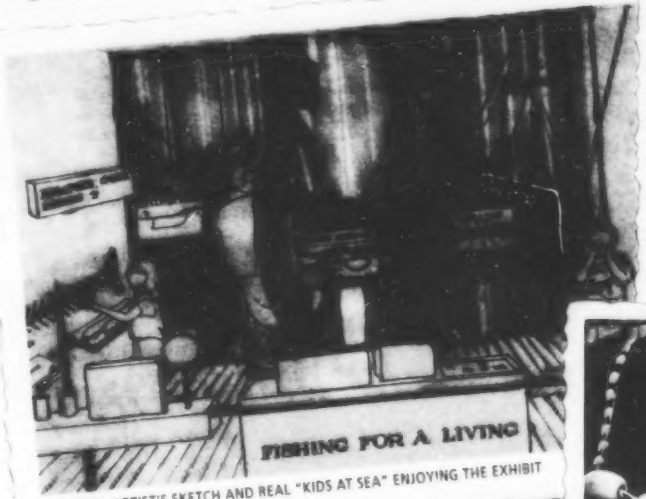
On the foodservice side, we believe that we must ensure the loyalty and support of chefs for wild salmon in season and so we staged the seventh annual Marriage Made in BC with the BC Wine Institute. The Marriage celebrates wild salmon and VQA Pinot and this year thirty-two restaurants developed special menus featuring the union of the two. While the shutdown of Fraser River sockeye in early August caused supply problems for the promotion, most restaurants were satisfied with using chinook or even chum. As well, we ran a very successful wild chinook campaign with the Boathouse chain which saw sales way in excess of expectations.



1999 MARKED THE SEVENTH ANNUAL "A MARRIAGE MADE IN BC" PROMOTION

Underlying both the retail and the foodservice campaigns is our recipe program. We're now on volume 3 of *BC's Best Salmon Recipes*, still featuring fishing families and friends of the industry, and demand just continues to grow. Sometimes our focus on recipes surprises fishermen but the public is hungry for interesting straightforward recipes that work—and ours do the job very well. It may seem strange, but lots of people are scared of cooking salmon. The more at ease we can make them, the more salmon they will buy. "I think my customers must eat them, they go so fast," said one retailer about our recipe booklets.

The domestic program also includes a strong emphasis on public education. We maintain our *Fishing for a Living* exhibit at the Vancouver Maritime Museum and use it to deliver our elementary school program. Our high school program has been much in demand, especially when we can supply fishermen volunteers to go with it. We put out information on the state of the resource and the industry to media and retailers so that they can provide information to others. And throughout the summer we worked on community and other events to raise awareness of wild salmon and restore consumers' confidence in the long term health of the resource.



ORIGINAL ARTIST'S SKETCH AND REAL "KIDS AT SEA" ENJOYING THE EXHIBIT

GORDON JOHNSON SHARES HIS KNOWLEDGE ABOUT WILD BC SALMON WITH A GROUP OF ELEMENTARY SCHOOL STUDENTS

GINA JOHANSEN AND CECIL HILL COOKING WILD SALMON IN THE HOME ECONOMICS CLASSROOM

We're also part way through a feasibility study on getting a form of organic certification for wild salmon products. This is a very complex issue, which changes almost by the day, but we want to do what we can to make sure that BC wild salmon can exploit profitable high end niches in the marketplace.

marketing abroad

Over the last couple of years, we've cut back on our expenditures on export marketing to reflect the much smaller volumes available. So we still provide information to trade media and buyers in Japan but we don't spend money any more on promotional activities there.

In 1999/2000, our two main areas of activity were to support fresh chum salmon in the US and canned salmon in Belgium, both with support from the Department of Foreign Affairs and International Trade. The chum program is a partnership between BC suppliers and Safeway Inc., the second largest retailer in the US, which began in 1995. The Council organizes a coalition of suppliers who guarantee volume, quality, and service, negotiates a premium price with the chain, and co-ordinates delivery, taking a fee to offset our costs. This year for the first time, the retailer wanted fillets, thereby helping to keep jobs at plants in Canada. Unfortunately, supply of chum over the summer and fall was disappointing so we could only provide enough fish to service three divisions—Seattle, Portland and Denver. Sometimes it felt as though we were begging for every last bright fish out of the North and Central Coasts. Still, both the suppliers and the chain were happy—and prices on the grounds reflected increased demand.

DESIGN OF OUR BOOTH AT THE EUROPEAN SEAFOOD SHOW, HELD MAY 2000 IN BRUSSELS

The Council was also able to continue its support for the red maple leaf lid for canned salmon and support Canadian identity in the Belgian market. Working with two importers who represent two of the strongest brands there, we co-sponsored flyer ads, radio ads, and in-store activity for Canadian canned salmon without using any levy money.

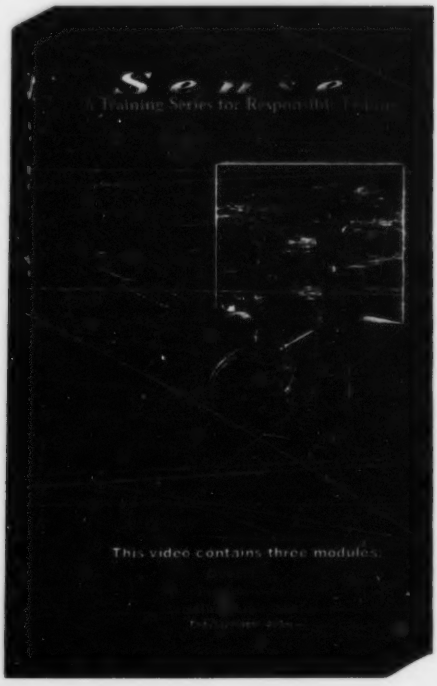
Besides these two projects, we spend much time with government officials, customers and new exporters, providing them with information and educating them on Canadian salmon and where it fits in the marketplace.

quality and industry development

As with our other areas of activity, the foundation of the Quality program is the material we began to produce in 1993. Besides *BC Salmon: Quest for Quality*—which also exists in video form—we still use the manuals on bleeding for the seine and gillnet fleets, the head cut posters for the troll fleet, and the sockeye skin colour chart. All of them are in great demand

Over the last couple of years though, we've taken the quality show on the road, thanks to support from Western Economic Diversification. We've put together presentations on quality and on marketing that the staff or directors can give at community or industry events up and down the coast. These presentations emphasize that while we are stuck with what nature, biology, government and the market send us, quality is one area which we can do something about ourselves. We have less fish so we have to figure out how to get better prices for what we do catch.

We work closely in this process with the BC Seafood Sector Council and the BCIT Fish Harvesting and Processing Advisory Committee to help ensure that harvesters understand and have a role in the development of new, high quality value-added products. One of the new buzz words is value-chains, the process by which each link in the chain from producer to end-user understands that the whole is greater than the sum of its parts. As governments and industry look at how this theory might be applied to the seafood sector, we can provide a voice for harvesters and keep them informed about changes in the marketplace.



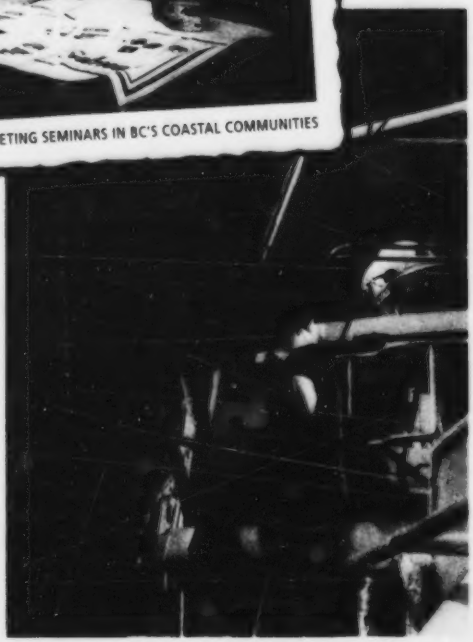
An example of this in practice is the way the Council began a pilot project to involve the harvesting sector more fully in our chum promotion with Safeway. In this way, we figured we could increase the proportion of fish from an opening that would meet Safeway's tough specs and help the harvesters understand the process involved. We also included management staff from DFO as technical advisors as we made commitments to the retail chain about volume and timing. Although tight supply meant that this did not work as well as we hoped, we still believe that involving the whole chain from the water to the store is the key to a successful, ongoing promotion.

Our training program for the harvesting sector has expanded to include a new video series funded by Fisheries and Oceans Canada and Fisheries Renewal BC. Called *Salmon Sense*, it's made up of three modules—an overview, species identification and handling live salmon—for use by all fishing sectors—First Nations, recreational and commercial. It focusses on selective fishing as a management tool for conservation, but also as means of improving quality. As one harvester

put it, "selective fishing and quality go hand in hand—we can increase the market value of what we do catch while preserving weak stocks and ensuring fish for the future."

During the last 12 months, the quality program has broadened its scope to become more of an industry development program. This recognizes that marketing and structural change go hand in hand. It makes no sense to insist on the quality of our fish in our marketing programs—if in fact that quality is not there. We also believe that conservation-based management must take the needs of the market into account if the industry is to be economically viable over the long term. After the pain of the changes to the way we fish, we should be able to make some gains in the marketplace based on high quality and responsible fishing.

GINA JOHANSEN PRESENTED QUALITY AND MARKETING SEMINARS IN BC'S COASTAL COMMUNITIES



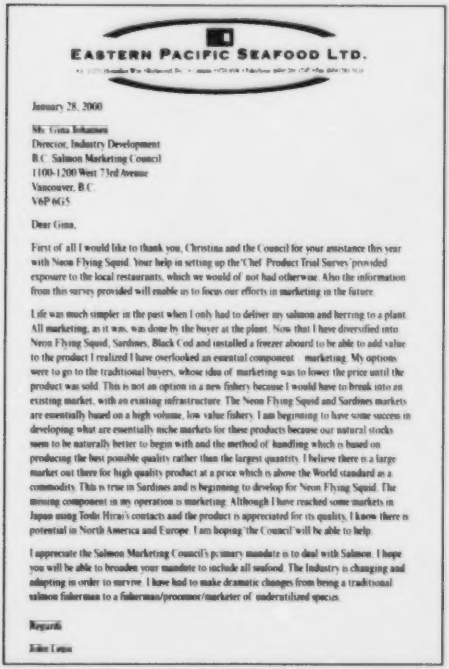
FILMING ON BOARD FOR *SALMON SENSE* VIDEO PRODUCTION

tomorrow

SEAFOOD IS A GLOBAL BUSINESS. FOR MOST SPECIES, BRITISH Columbia is a small but high-quality supplier, vulnerable to price volatility, substitution of species, and changes in consumer demand. More and more, industry participants understand that intense competition means the need to support our products in the marketplace. As a result, over the last 12 months, the Council has been approached by a number of organizations and companies to use its expertise on behalf of other species and to benefit the seafood sector as a whole. In a number of cases, we have done this on a fee for service basis.

marketing other species

The Council has undertaken three generic marketing projects this year for other species organizations—the Eastern Pacific Squid Association, the Canadian Sablefish Association, and the Underwater Harvesters Association. Both the squid and the sablefish projects involved working with local chefs to increase their awareness and usage of the products. For the Underwater Harvesters Association, the Council co-ordinated a "Geoduck from Canada" booth at the China Fisheries and Seafood Show in Shanghai.



EASTERN PACIFIC SEAFOOD LTD.

January 28, 2000

Ms. Gina Johannes
Director, Industry Development
B.C. Salmon Marketing Council
1100-1200 West 73rd Avenue
Vancouver, B.C.
V6P 6G5

Dear Gina,

First of all I would like to thank you, Christina and the Council for your assistance this year with Neon Flying Squid. Your help in setting up the 'Chef Product Trial Survey' provided exposure to the local restaurants, which we would of not had otherwise. Also the information from this survey provided will enable us to focus our efforts in marketing in the future.

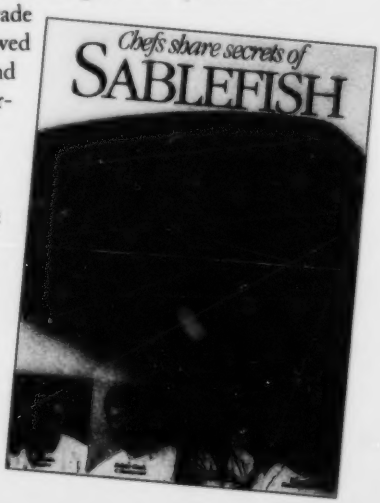
Life was much simpler in the past when I only had to deliver my salmon and herring to a plant. All marketing, as it was, was done by the buyer at the plant. Now that I have diversified into Neon Flying Squid, Sardines, Black Cod and installed a freezer aboard to be able to add value to the product I realized I have overlooked an essential component - marketing. My options were to go to the traditional buyers, whose idea of marketing was to lower the price until the product was sold. This is not an option in a new fishery because I would have to break into an existing market, with an existing infrastructure. The Neon Flying Squid and Sardines markets are essentially based on a high volume, low value fishery. I am beginning to have some success in developing what are essentially niche markets for these products because our natural stocks seem to be naturally better to begin with and the method of handling which is based on producing the best possible quality rather than the largest quantity. I believe there is a large market out there for high quality product at a price which is above the World standard as a commodity. This is true in Sardines and is beginning to develop for Neon Flying Squid. The missing component in my operation is marketing. Although I have reached some markets in Japan using Toshi Hirai's contacts and the product is appreciated for its quality, I know there is potential in North America and Europe. I am hoping the Council will be able to help.

I appreciate the Salmon Marketing Council's primary mandate is to deal with Salmon. I hope you will be able to broaden your mandate to include all seafood. The Industry is changing and adapting in order to survive. I have had to make dramatic changes from being a traditional salmon fisherman to a fisherman/processor/marketer of underutilized species.

Regards

John Logan

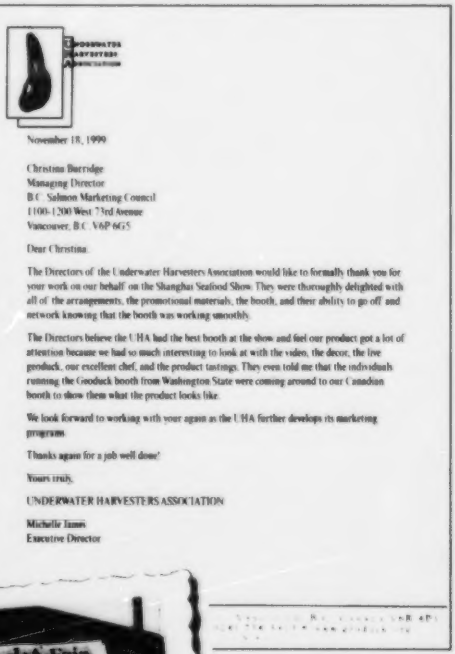
In taking on these projects, we were careful to make sure that we did not lose sight of the interests of wild salmon. The squid and the sablefish projects have helped us cement our already close relationships with local chefs and local food media—to the benefit of salmon. Our project with the UHA gave BC a presence at a major Asian trade show and allowed us to collect and feed back information about changes and opportunities in the Chinese market.



marketing all species

The other group of projects we undertook with the support of Fisheries Renewal BC and Fisheries and Oceans Canada to benefit the entire seafood sector in BC. The projects were: a BC booth at the European Seafood Exposition, the major international trade show for seafood, in May 1999; the Seafood-A-Fair, celebrating salmon, halibut, tuna, geoduck, and urchins, targetted at the Lower Mainland's Asian community, in October 1999, and BC Seafood Sensations, a competition for new and innovative value-added products along with an industry awards dinner in January 2000. Once again, in all these projects wild salmon benefitted from our work. On an immediate practical level, the projects generated funds that compensated for the shortfall on sockeye levy revenue. More importantly, though, we were able to keep wild salmon front and centre despite the supply difficulties while promoting the entire seafood sector to the public at home and the trade abroad.

The experience with these projects has also convinced the board that there is a need for more broad-based marketing of seafood products from BC and that the Council can fill that need.



November 18, 1999

Christina Burridge
Managing Director
B.C. Salmon Marketing Council
1100-1200 West 73rd Avenue
Vancouver, B.C. V6P 6G5

Dear Christina:

The Directors of the Underwater Harvesters Association would like to formally thank you for your work on our behalf on the Shanghai Seafood Show. They were thoroughly delighted with all of the arrangements, the promotional materials, the booth, and their ability to go off and network knowing that the booth was working smoothly.

The Directors believe the UHA had the best booth at the show and feel our product got a lot of attention because we had so much interesting to look at with the video, the decor, the live geoduck, our excellent chef, and the product tastings. They even told me that the individuals running the Geoduck booth from Washington State were coming around to our Canadian booth to show them what the product looks like.

We look forward to working with your again as the UHA further develops its marketing programs.

Thanks again for a job well done!

Yours truly,

UNDERWATER HARVESTERS ASSOCIATION

Michelle Innes
Executive Director

INTEREST WAS HIGH AND SALES BRISK AT SEAFOOD-A-FAIR HELD IN OCTOBER 1999

UHA BOOTH AT SEAFOOD SHOW IN SHANGHAI

managing director's

The $60 million in lost sockeye revenue this year meant a loss of $350,000 for us. Fortunately, our revenue projections for 1999 were very conservative and so the actual effect on our bottom line was not disastrous. The disappointing year—the fifth in a row—made it necessary to ask some immediate and hard questions. How do you market wild salmon when you cannot guarantee supply, price or timing? Does low and uncertain supply mean there is no longer a need for a salmon marketing council? If there is a need, does the organization in its current form fill that need? Are there other ways to deal with the market-related problems we face?

As we've worked through our own situation—and undertaken work for other species and for all species—we've come to some conclusions. They are not final and they are not worked out in detail. But they do provide a sense of direction for 2000 and beyond.

The Council cannot continue as it is—the status quo is not an option. There's an old saying that the more you want things to stay the same, the more you have to change. We could downsize to a one-person organization with a computer and fax machine, sending out recipes and answering basic enquiries, but to do this means losing much of the investment that harvesters have made in the Council during the 1990s. We have a reputation for expertise, for knowledge, for competence in all the markets where we've worked. We have built relationships over the years—with chefs, with the wine industry, with other sectors of the food industry, with the media, with importers and retailers in other countries—that once lost cannot easily be regained. We have put together very successful programs and projects on shoestring budgets, far more cheaply than most of our competitors, by doing in house what most others outsource. All this, we would lose.

We have looked at other possibilities—increasing the levy, making it mandatory, involving processors—but concluded that this is not the time to do any of those, especially since they would not significantly alter our situation.

how the council works

The BC Salmon Marketing Council operates under the *BC Farming and Fishing Industries Development Act* which enables producer groups (such as salmon fishermen) to form a council to help them research, develop and market their products.

The Act allows the Council to levy salmon fishermen the equivalent of one-half of one per cent of the landed value of their catch (i.e 50 cents on every $100). It requires first receivers (whether buyers or fishermen selling direct) to collect the levy and remit it to the Council. It also allows any fishermen to collect a refund of levies paid after the season but before January 31st of the following year.

The Council is governed by a volunteer board of directors appointed by the BC Minister of Fisheries. The board is chaired by a fisherman and constituted so that fishermen or their representatives are in the majority. All three gear types, the UFAWU, native fishermen, large and small processing companies have seats on the board. The Ministry may also appoint one non-voting representative. During 1999/2000, processing companies had three seats out of 13 voting seats.

Directors meet four times a year to determine overall direction, priorities and policy. The Council's staff puts that policy into action, meeting monthly with the management committee to work on budgets and housekeeping matters.

report

CHRISTINA BURRIDGE, MANAGING DIRECTOR

After many, many meetings, we have decided that to move forward, to capitalize on what we know and what we do best, and to preserve the investment harvesters have already made in the Council, we must take on a more broad-based role for all BC seafood. As we see it now, the kinds of things we'll do will be working with chefs and retailers, developing recipes and other consumer and trade information, organizing special events, and helping to change the public perception of the seafood industry, as well as some species-specific promotions. We think we can do this—as we have done over the last 12 months—in such a way that not a penny from the levy from the salmon fleet goes to other species. We expect that a combination of contributions from other seafood organizations and from both levels of government will cover the costs of the additional activities.

The Salmon Marketing Council is not going to turn into a seafood marketing council overnight. There will be plenty of opportunity over the next year or two for the salmon fleet, communities, and companies to make their views clear about what we should do, how we should do it, and how we should fund it .

The Council's staff and directors believe that there is a future for wild salmon on the tables of consumers around the world as well as in our hearts and minds. We see the direction we are proposing as a way to ensure a brighter future for salmon within a brighter future for all seafood from BC.

Christina Burridge
Managing Director

where the money comes from

The Council's core funds come from the salmon fleet through the levy. We then use those levy funds as hard evidence of fishermen's commitment to the industry and the marketplace to lever additional funds from the federal government, provincial government and private industry partners.

1999/2000 was the first year without the long-term funds from the Department of Western Economic Diversification which we negotiated in 1992/92. WED did, however, provide some short term funds to enable the Council to explore the concept of a seafood marketing council and to undertake some general all species work, as did the BC Ministry of Fisheries, Fisheries Renewal BC, and Fisheries and Oceans Canada. Three species groups also contributed funds to special projects.

Fisheries Renewal BC partnered with the Council in a year-long promotional program for wild salmon in BC. The Department of Foreign Affairs and International Trade contributed funds towards promotion of chum salmon in the US, promotion of canned salmon in Belgium, and implementation of maple leaf ends. Canned salmon packers and importers contributed additional funds to the canned program and suppliers of fresh wild salmon contributed to the fresh promotion.

revenue and spending

1999/2000 BUDGET YEAR (APRIL 01/99— MARCH 31/2000)

REVENUE

Net funding from levies paid by fishermen totalled $94,233. The Council received financial support of $157,309 from federal government sources and $231,724 from provincial government sources. It also received $65,222 from private industry sources for specific projects. As well, the Council received $30,406 from interest and other sources including fees for service and materials. Total revenue therefore amounted to $578,894.

SPENDING

The Council implemented projects worth $289,271 in the domestic market, focussed mainly on the in-season Go Wild campaign. In export and quality programs for salmon, the Council spent $305,483. In addition, the Council expended $11,507 on projects to benefit other species, all of it recovered through industry contributions or government grants.

RESERVE FUNDS

The Council maintains reserve funds to fund program activities year round. Each year there is a lag time of several months when program spending inevitably precedes the revenue derived from the fishing season and from government. The reserve funds also allow the board to authorize a deficit budget to maintain programs at a consistent and appropriate level.

financial summary

REVENUE			
Net Levy Collections		$ 94,233	
Federal Government		157,309	
Provincial Government		231,724	
Industry Contributions[1]		65,222	
Miscellaneous[2]		30,406	
Total Revenue			$ 578,894
SPENDING			
Programs and Projects			
Domestic Marketing	$ 289,271		
Export Marketing	200,761		
Quality and Research	104,722		
Other Species	11,507		
Subtotal		$ 606,261	
Levy Processing		$ 3,845	
Core Administration		$ 138,485	
Total Spending			$ 748,591
REDUCTION OF RESERVE			($169,697)

NOTES:

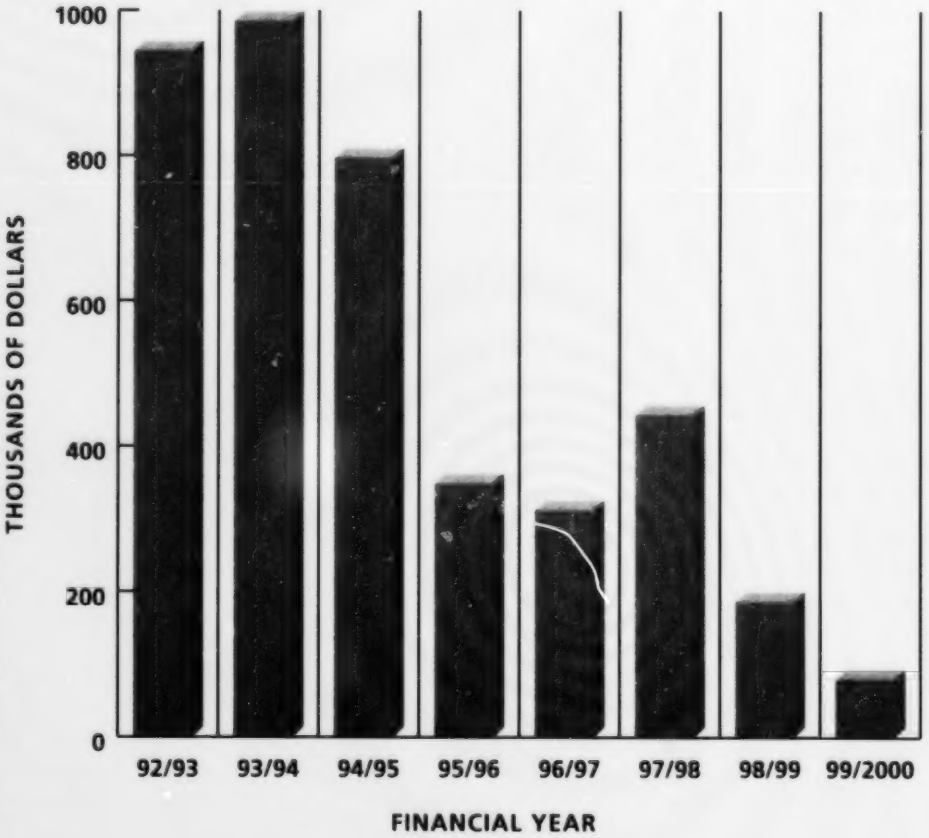
1 *"Industry contributions" are funds provided by packers and importers to help fund specific projects.*

2 *"Miscellaneous" includes interest income and revenue generated from the sale of promotional and other material.*

Extracted from the financial statements for the year ended March 31, 2000, as audited by Lohn Caulder Chartered Accountants and filed with the BC Ministry of Fisheries.

financials
yesterday, today and tomorrow

ANNUAL LEVY REVENUE TO COUNCIL



BC SALMON MARKETING COUNCIL
BOARD OF DIRECTORS, STAFF AND COMMITTEES

BOARD OF DIRECTORS

Cecil Hill (chair), seine
Paulli Bodmer, JS McMillan Fisheries (vice-chair, April–September 1999)
Gwen MacKay, Albion Fisheries Ltd., (vice-chair, October 1999–March 2000)
Lewis Bubie, gillnet (January–March 2000)
Gerry Diakow, gillnet (April–September 1999)
Vince Fiamengo, seine (April–September 1999)
Sean Griffin, United Fishermen & Allied Workers' Union
Christine Hunt, Native Brotherhood of British Columbia
Gordon Johnson, gillnet
David Johnston, Ocean Fisheries Ltd. (April–September 1999)
Tom Kasmer, troll
Elna MacDonald, troll
Wayne MacDonald, United Fishermen & Allied Workers' Union (April–September 1999)
Rob Morley, Canadian Fishing Co. (October 1999–March 2000)
Gail Sparrow, Native Brotherhood of British Columbia (January–March 2000)
Eric Taylor, United Fishermen & Allied Workers' Association (January–March 2000)
Jim White, Native Brotherhood of British Columbia (April–September 1999)
Chris Wick, seine (January–March 2000)
Al Martin, non-voting representative, Ministry of Fisheries *(now Agriculture, Fisheries & Food)*

PROFESSIONAL STAFF, 1999/2000

Christina Burridge, Managing Director
Gina Johansen, Director, Industry Development

SUPPORT STAFF, 1999/2000

Pam Feswick **Grant Snell**

MANAGEMENT COMMITTEE

Tom Kasmer, Chairman
Paulli Bodmer
Cecil Hill
Gwen MacKay
Rob Morley

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British Columbia Salmon Marketing Council
#1100-1200 West 73rd Avenue, Vancouver, BC V6P 6G5
Telephone: (604) 267-3030 • Fax: (604) 266-3097
Email: BCSMC@bcsalmon.ca • Website: www.bcsalmon.ca

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